

SCHOOL OF MEDICINE
STANFORD UNIVERSITY, STANFORD, CALIFORNIA 94305

JOSHUA LEDERBERG
JOSEPH D. GRANT PROFESSOR
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Mr. John Diebold
The Diebold Group, Inc.
430 Park Avenue
New York, New York 10022

Dear Mr. Diebold:

It was thoughtful of you to address me directly. I am certainly delighted to know that you are among the very distinguished and able people who are taking such an active interest in The University. I look forward to working with you; and you can be sure that I will make many calls upon your time, judgment, and wisdom in the course of my learning this new role.

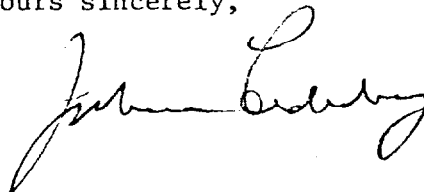
A research institute, with its mix of philanthropic endowment and federal grant funding, and with its nurture of stellar and autonomous intellects, is a curious organization. I will be spending some time during the next few months attempting to derive a more authentic model of the bases of resource allocation, political and intellectual influence, incentive management, personnel relations and so forth. I am particularly eager to avoid the drift to what Jim Shannon called a "boarding house of scholars," which would otherwise be impelled by the centrifugal impact of federal grants funding.

I am sure that some more direct conversations would be the most rewarding. However, if you were able to counsel me about the most sensible writings (I have not been able to find many) that might help me comprehend this kind of organization it would certainly be most helpful.

This is certainly a most exciting challenge, and the knowledge of support from yourself and your colleagues has been an indispensable source of confidence in my own undertaking to tackle it.

I trust from your present letter, that the health obstacle was a passing indisposition, and that we will have many opportunities for personal discussion in the future.

Yours sincerely,



JL:ek-f